

## **SECTION 1: MAYORAL OBJECTIVE**

### **MAKE BALTIMORE’S GOVERNMENT MORE INNOVATIVE, EFFICIENT, AND CUSTOMER FRIENDLY**

The performance of internal business functions has a direct impact on all agencies’ ability to deliver services to the public.

This objective is guided by the following tenets:

- An innovative government utilizes new (or newer) technology, processes, and business models to derive better results.
- An efficient government makes the best (or better) use of its resources (“resources” being defined as money, time, supplies, equipment and human resources). The more efficient our internal business functions, the more resources we have for direct services to citizens.
- A customer friendly government is responsive, professional, and thoughtful. Responsiveness means that the customer provides input to the answer or solution and is provided with an expectation of when and how an outcome will be achieved.

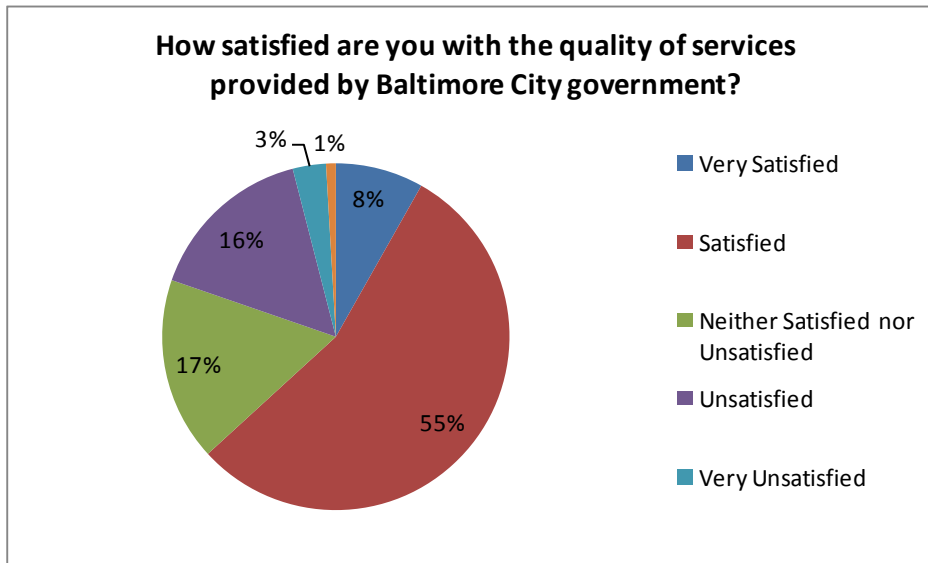
This Objective is unique in the sense that it both defines expectations and criteria for internal services, as well as providing a lens through which all external services (i.e. those that impact citizens directly) should be viewed.

## **SECTION 2: PRIORITY INDICATORS**

The Mayor and her Senior Staff identified the following five “indicators” to serve as an overall monitor of progress on this Mayoral Objective. Proposals that “move the needle” on these indicators will receive priority consideration for funding. At the same time, we recognize that many other indicators are important toward achieving the objective of a More Innovative, Efficient, and Customer Friendly Government.

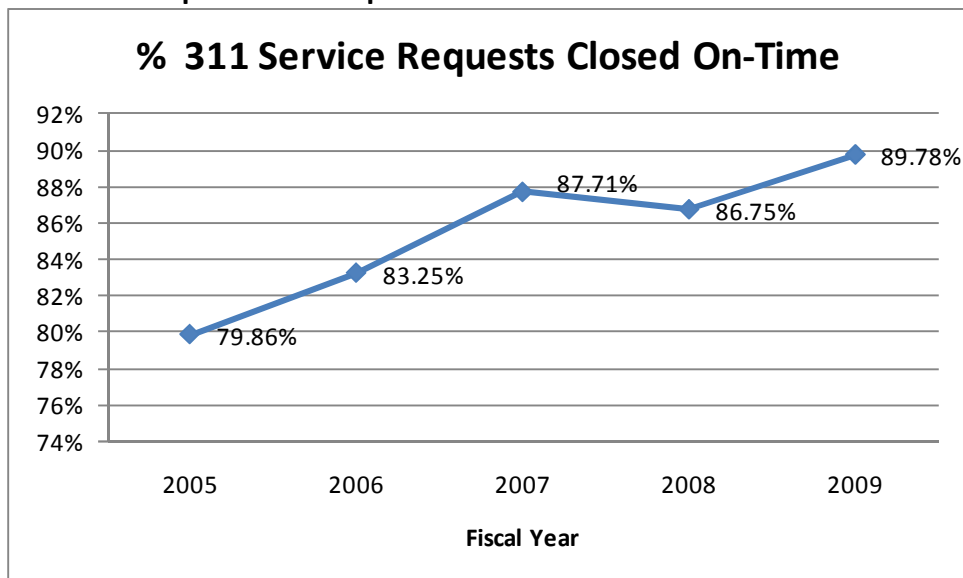
**1) Citizen customer satisfaction measure (Citizen Survey)**

Question 14 on the survey asks: Overall, how satisfied would you say you are with the quality of services that Baltimore City provides? Responses are as follows:



Source: 2009 Baltimore Citizen Survey

**2) 311 service request on-time performance**

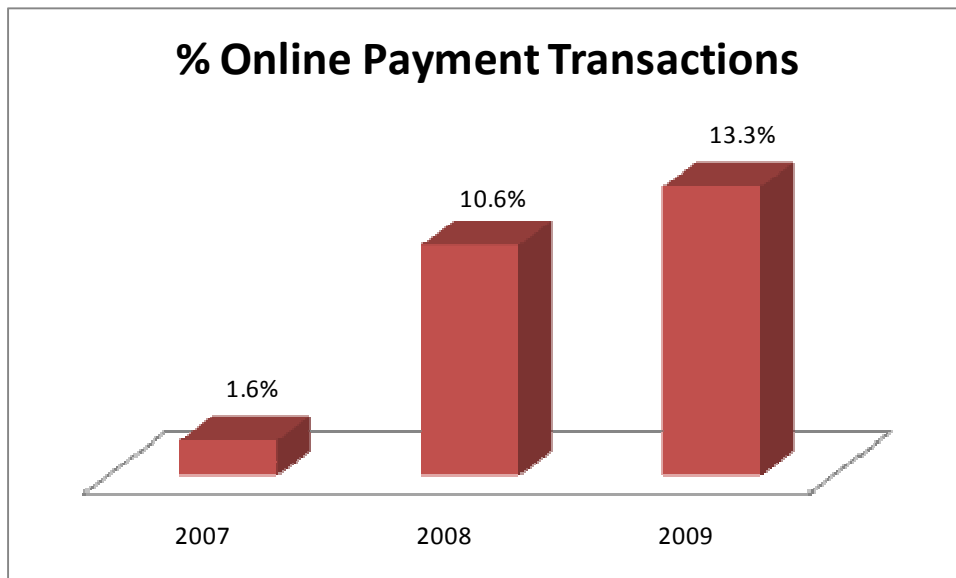


Source: CitiTrak statistical reports, contact Mayor's Office of Information Technology for data.

**3) Percent of time vendors are paid on-time**

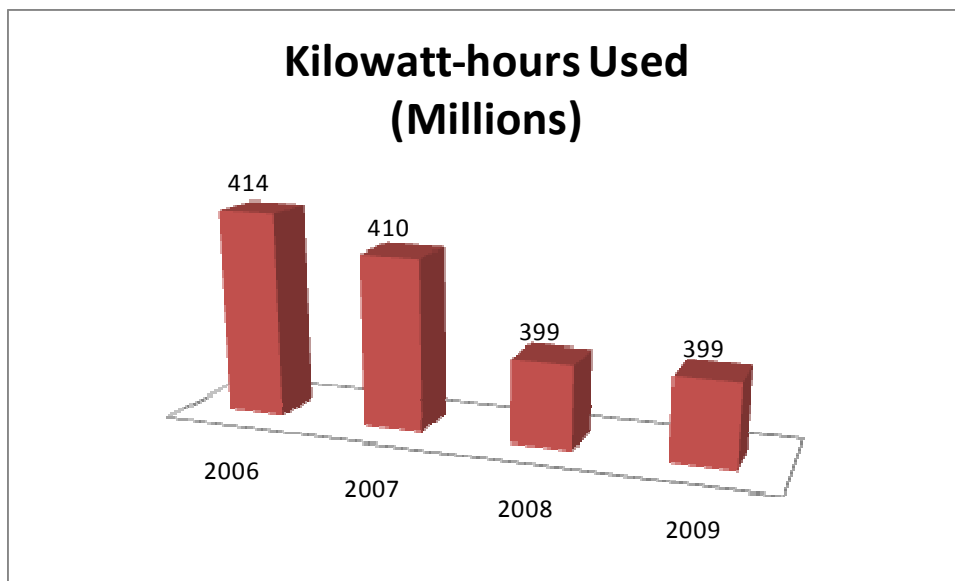
Data for this indicator are under development.

#### 4) Percent of on-line payment transactions



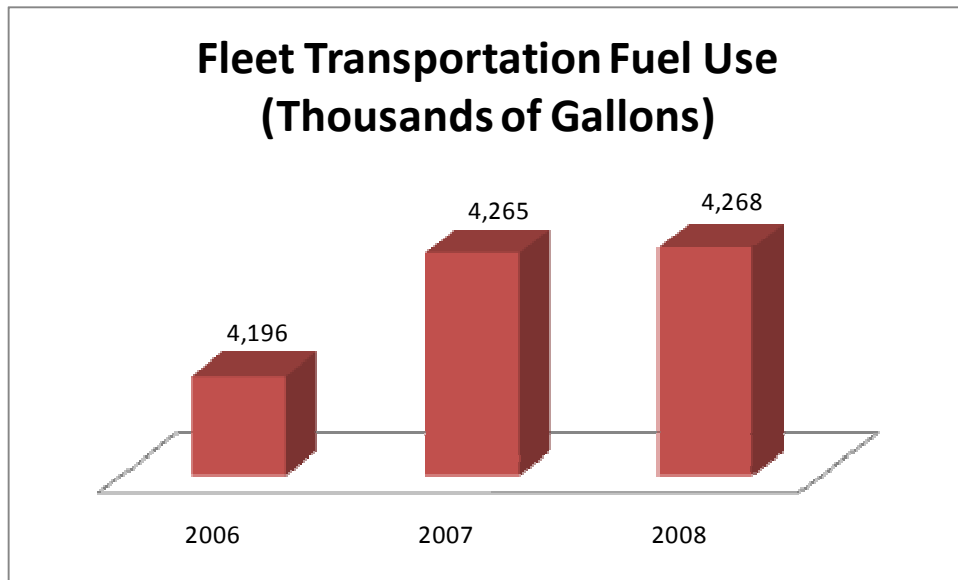
Source: Finance CitiStat reports. Reported in fiscal year.

#### 5) City government energy usage



Source: Department of General Services. Reported in fiscal year.

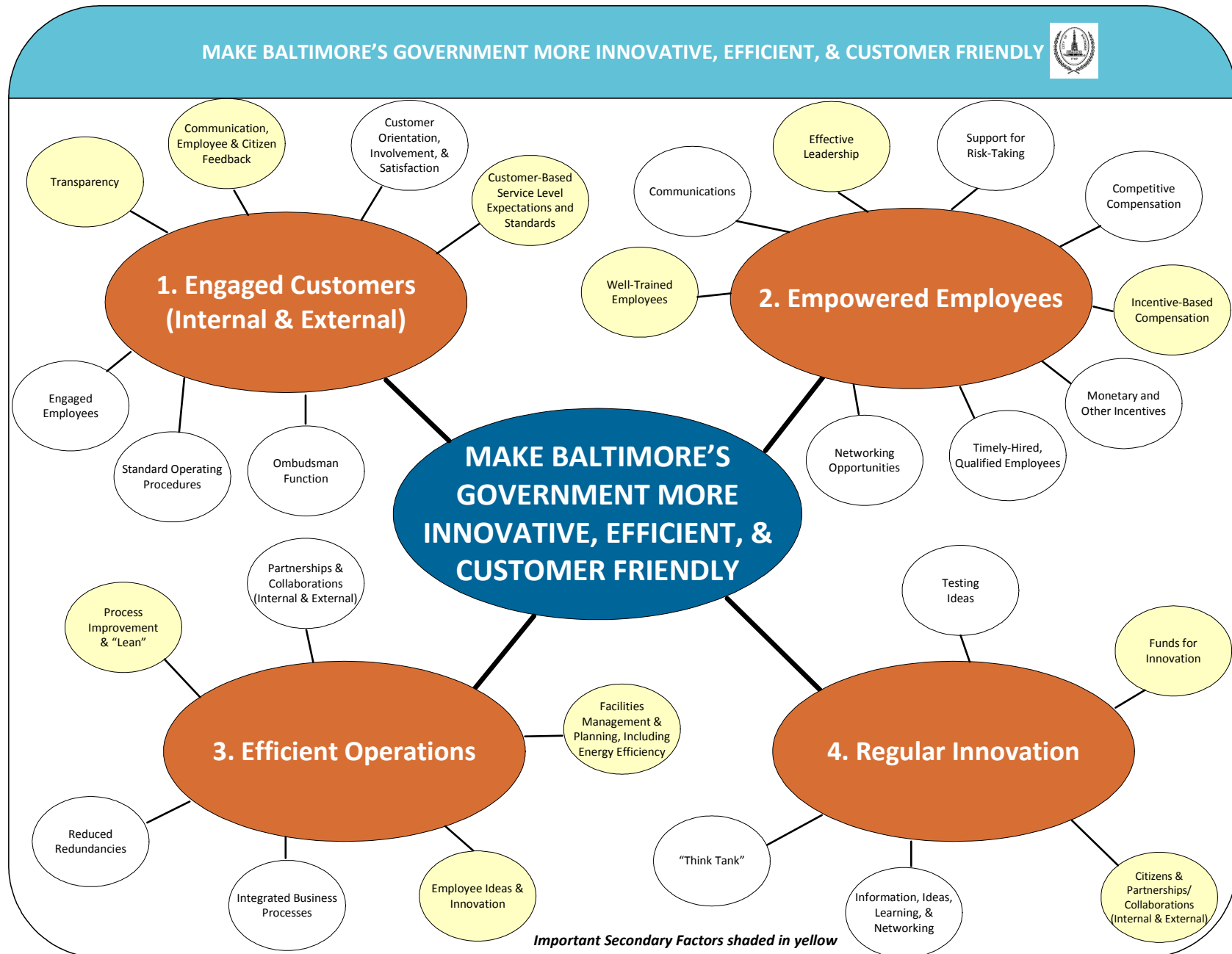
## City government energy usage (con't)



*Source: Department of General Services. Reported in fiscal year.*

The Mayor and Senior Staff have identified ***City agency satisfaction with internal services*** as a priority and likely indicator for this Objective, but currently this is not measured.

## SECTION 3: CAUSE-AND-EFFECT MAP



## SECTION 4: STRATEGIES

### Strategy 1. Engage customers and improve customer service.

We seek proposals that explain how agencies will engage customers to find out what results they want and what constitutes good service. They should also demonstrate how agencies will become more transparent in documenting their work and results for customers. For activities whose main purpose is ensuring compliance with rules, engage customers to find the best ways to make compliance less difficult.

Examples of this may include:

- Creation of operating procedures and sharing information that allow customers to understand techniques, timelines and expectations
- Web-based performance tracking to inform customers
- Use of targeted performance surveys and focus-groups

### Strategy 2. Empower Employees

We seek proposals that outline how agencies will attract and retain talented employees, train and develop employees to reach their full potential, and reward customer-oriented performance. Investment in employees is essential, even if it means sacrifices elsewhere in the budget.

Examples of this may include:

- Streamlining the hiring process
- Pushing decision-making down to front-line employees, giving them the authority and flexibility to deliver great customer service, and then holding them accountable for results.
- Creative employee incentives and/or performance-based compensation programs

### Strategy 3. Automate, Streamline and Integrate Business Processes

We seek proposals that improve business processes through re-engineering and technology. Proposals should show how agencies will make more efficient use of resources and cut unnecessary “red tape.”

Examples may include:

- Consolidation of call-center functions to allow resources to be deployed elsewhere
- Creation of more “one-stop” service centers (for internal and external customers)
- More efficient use of resources, such as space, vehicles, energy, etc.

Use ROI analysis to make the case for worthwhile investments. Linked to this strategy is the importance of measuring progress.

#### **Strategy 4. Foster Innovation, Creativity, and Risk-Taking**

We seek proposals that innovate, infuse competition, experiment and take reasonable risks to improve performance. *No “sacred cows” should exist with respect to current functions within the City.*

Examples may include:

- Partnerships with local business groups to assist with process management and performance assessment
- Establishment of “enterprise” operations that provide services more broadly across the City and perhaps to other jurisdictions to increase City revenues
- Make resources available for responsible risk-taking, reward innovation, and build in learning whenever we try something new to improve service or become more efficient

#### **SECTION 5: CRITERIA**

**Value.** Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

**Strength of alignment with the Mayoral Objective, Priority Indicators, and strategies.**

**Innovation.** Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

**Multiple Mayoral Objectives.** We seek proposals that demonstrate the ability to address multiple Mayoral Objectives concurrently.

**Leverage.** We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

**Evidence-based.** We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

**Part of a Strategic Plan.** We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources,

individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

**Customer Service Focus.** We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

**Employee Engagement\*.** We seek proposals that demonstrate a commitment to: a) seek input from employees, b) incorporate training and leadership development, and; c) provide a means for increasing employees' interest in outcomes.

*\*Unique to the Government Guidance Document*



The cause-effect map and strategies in this Guidance Document are supported by the following sources:

Buckingham, Marcus, and Curt Coffman. *First, Break All the Rules: What the World's Greatest Managers Do Differently* (New York: Simon & Schuster, 2001).

Buckingham, Marcus, and Donald O. Clifton. *Now, Discover Your Strengths* (New York: Simon & Schuster, 1999).

Collins, James C. *Good to Great: Why Some Companies Make the Leap . . . and Others Don't* (New York: HarperCollins, 2001).

Donahue, John D., *The Warping of Government Work* (Cambridge: Harvard University Press, 2008).

Eggers, William D., and Stephen Goldsmith. *Governing by Network: The New Shape of Government* (Washington, DC: Brookings Institution Press, 2004).

Lofy, Dr. Chuck, and Dr. Mary Mead Lofy, with John Lofy. *Vitality: Igniting Your Organization's Spirit* (Menlo Park, CA: Crisp Publications, 2004).

Miller, Ken. *We Don't Make Widgets: Overcoming the Myths that Keep Government from Radically Improving* (Washington, D.C.: Governing Books, 2006).

Osborne, David, and Ted Gaebler. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector* (New York: Plume/Penguin, 1992).

Osborne, David, and Peter Hutchinson. *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* (New York: Basic Books, 2004).

Osborne, David, and Peter Plastrik. *Banishing Bureaucracy: The Five Strategies for Reinventing Government* (Reading, MA: Addison-Wesley, 1997).

Osborne, David, and Peter Plastrik. *The Reinventor's Fieldbook: Tools for Transforming Your Government* (San Francisco: Jossey-Bass, 2000).

Walters, Jonathan. *Measuring Up: Governing's Guide to Performance Measurement for Geniuses (and Other Public Managers)* (Washington, D.C.: Governing Books, 1998).  
(A new edition of this book, *Measuring Up 2.0*, is now available.)